

RIVERSIDE COUNTY PROBATION DEPARTMENT PRESENTS

PATHWAYS TO SUCCESS

A SECURE TREATMENT PROGRAM



Vision Statement

Dedicated to creating collaborative re-entry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community.

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Pathways to Success

EXECUTIVE SUMMARY

The Division of Juvenile Justice (DJJ), operated by the State, has historically treated high needs youth who have committed serious or violent crimes, 707(b) Welfare and Institution Code (WIC) offenses. On September 30, 2020, Governor Gavin Newsom signed SB 823 into law, which supports the research reflecting youth experience better outcomes when they remain closer to home. Effective July 1, 2021, the State began phasing out DJJ by halting all transfers of youth from California's counties to the State's three remaining custodial facilities. Riverside County youth previously sent to State facilities will instead remain in local secure treatment locations. The Riverside County Probation Department (RCP) will assume responsibility of the care, custody, and supervision of this population. This will open the door for our County's youth to receive rehabilitative services closer to their families and to their communities.

Commencing FY 21/22, and annually thereafter, there will be an allocation, referred to as the "Juvenile Justice Realignment Block Grant" to counties that supply a treatment-centered secured program and youth-centered supervision for the realignment of the DJJ population. Based on the allocation formula in SB 823, over the course of the next three years, Riverside County will receive as follows: FY 21/22 - \$2.3 million; FY 22/23 - \$6.9 million; and FY 23/24 - \$11 million respectively to be utilized toward the development of a robust and comprehensive menu of services for this specialized population. At full implementation, total statewide funding will be \$208.8 million.

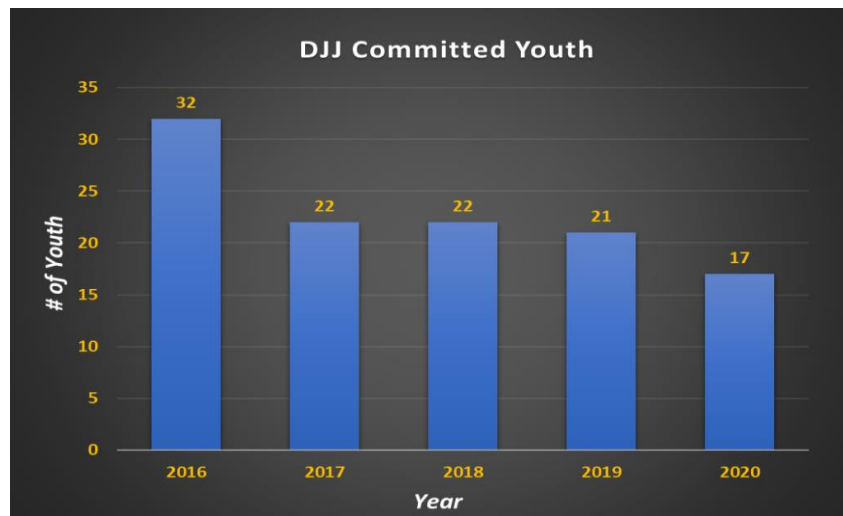
To design the secure treatment program, 1995 WIC outlines the creation of a multiagency subcommittee of the Juvenile Justice Coordinating Council (JJCC). This subcommittee is comprised of County stakeholders as well as no fewer than three community members defined as individuals who have experience providing community-based services to youth, youth justice advocates with an expertise and knowledge of the juvenile justice system, or justice involved youth who have experienced or been directly involved in the juvenile justice system.

The JJCC Subcommittee will strategize collaboratively to develop the infrastructure of the facilities, programs, placement, services, supervision, and re-entry strategies that are needed to provide appropriate rehabilitation and supervision services for this population. In addition, 1995 WIC also defines elements of the program where these block grant funds should be maximized. These mandates include mental health services, sex offender treatment, trauma-based needs, adolescent needs, family engagement, re-entry planning, cultural responsiveness, and inclusion of nongovernmental/community-based providers. To receive continued funding, the subcommittee is required to convene at least every third year minimally, to submit the most recent plan annually regardless of any changes.

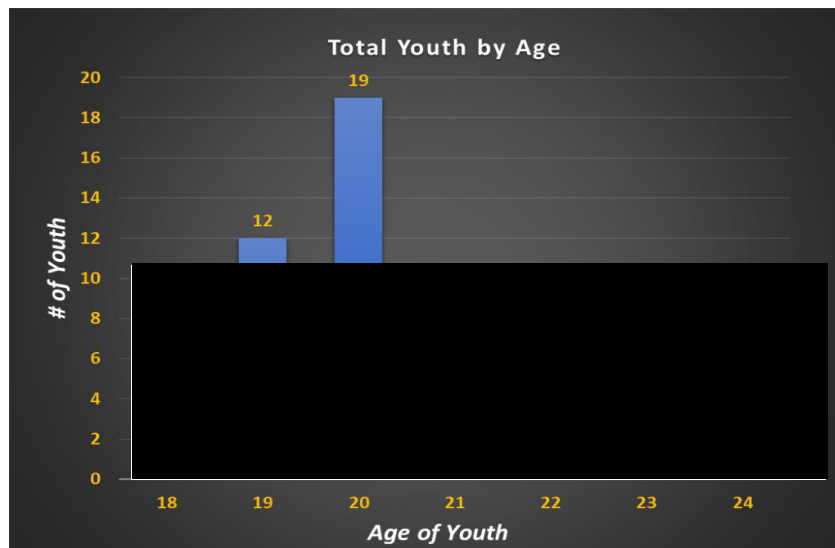
Pursuant to WIC Section(s) 1990-1995, beginning FY 22/23, the Board of Supervisors will be required to review and consider the plan for Juvenile Justice Realignment Block Grant allocation. To receive funding for that year, the counties must file the plan with the newly formed Office of Youth and Community Restoration (OYCR) no later than January 1, 2022. At full implementation, FY 23/24, counties will be required to submit their plan to OYCR by May 1st of each year.

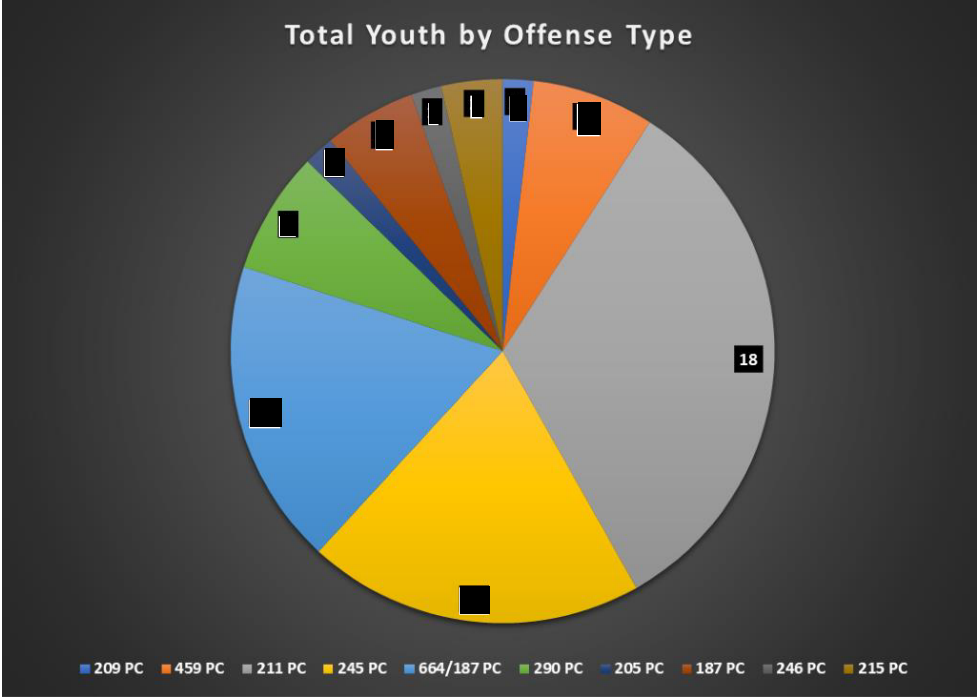
On March 8-10, 2021, Riverside County's JJCC Subcommittee met and participated in a multi-day event to collaboratively design the general framework for the secured treatment track's vision: **Dedicated to creating collaborative re-entry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community.** This statement, as well as the many innovative ideas formulated at the meeting, guided the creation of Riverside County's secured treatment program to ensure that youth are provided the best opportunity for local treatment and services as well as positive efforts to successfully reintegrate them into the community upon release from custody.

To better understand the volume of youth committed to DJJ and the subsequent impact to the County, after DJJ's closure, the below graphs reflect Riverside County youth who were committed to DJJ in 2016 to present as well as their demographic profile.

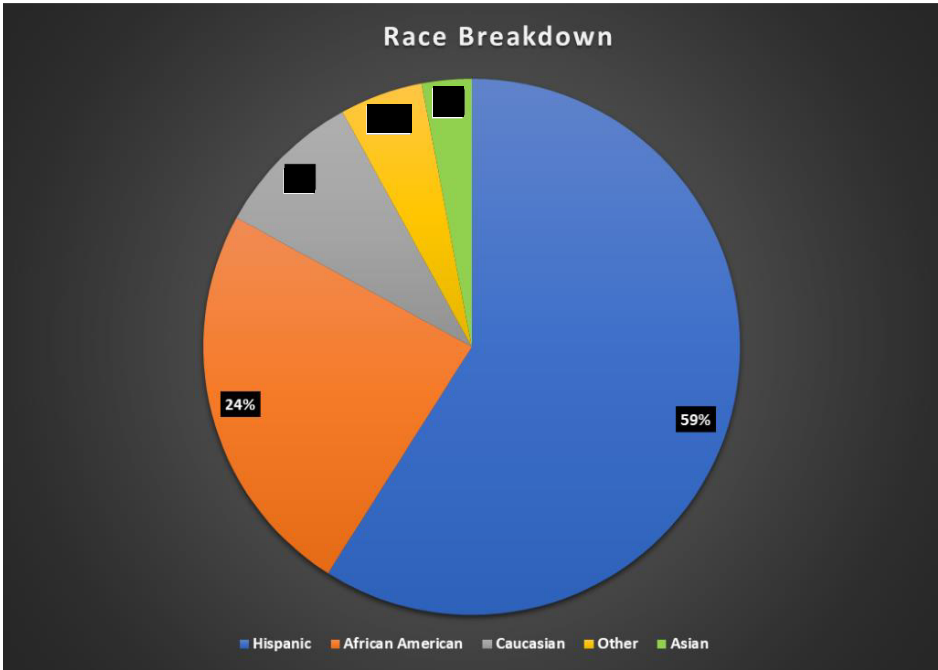


In December 2020, Riverside County had 55 male youth housed at DJJ.





- 209 PC Kidnapping
- 459 PC Burglary
- 211 PC Robbery
- 245 PC Assault with a Deadly Weapon
- 664/187 PC Attempted Murder
- 290 PC offenses sexual in nature
- 205 PC Aggravated Mayhem
- 187 PC Murder
- 246 PC Shooting at an Inhabited Dwelling
- 215 PC Car Jacking



Riverside County is well positioned to appropriately respond to this legislative change. The Probation Department has the knowledge, skills, and abilities to provide the necessary care for these youth based on the existing program foundation at the Alan M. Crogan Youth Treatment and Education Center (YTEC). Riverside County's secured treatment program, appropriately named *Pathways to Success*, exemplifies a treatment-centered program that accounts for varying life experiences. While each youth's journey may look different, the opportunities for success are offered to all who participate the program.

As of September 7, 2021, [REDACTED] youth have been committed to the Pathways to Success program. They range in age from 15 to 19 years old. Of the [REDACTED] youth, [REDACTED] identify as male [REDACTED]. They identify as African American, Hispanic, and White and their adjudicated offenses include violence and sexual offenses. The YTEC facility has been identified by the Riverside County Probation Department to meet the criteria requirements of SB 823. After an evaluation, it was determined YTEC already had similar programs to those provided at DJJ. A gap analysis was completed. After which, the JJCC subcommittee agreed that the YTEC structure offers the program and service components required by SB 823.

Alan M. Crogan Youth Treatment and Education Center



Transitional living unit



Unit living area

The goal of the *Pathways to Success* unit, a secured treatment environment, is to provide youth with the opportunity for self-exploration, treatment, and healing, which will ultimately provide the foundation for successful reintegration into the community. This is achieved through utilization of evidence-based screenings and assessments, implementation of targeted treatment,

focused educational services, and vocational programming in a restorative and therapeutic environment.

The *Pathways to Success* program is a continuum of care program, providing in-custody programs and services, along with a comprehensive re-entry plan which is initiated upon admission. While youth are completing the custodial portion of their commitment, they are assigned to a case worker who will work closely with the youth, their family and program personnel to develop the re-entry plan.

PROGRAM OVERVIEW

The *Pathways to Success* program is committed to creating a rehabilitative, health-focused, and care first system within a secured environment. The program will also be adjusted to include the youth impacted by 208.5 WIC, which expanded the jurisdictional age in juvenile facilities to 25.

Youth eligible for the secure treatment unit include those youth who were eligible for DJJ prior to its closure, youth may range in age from 14-25 and must have been adjudicated of a 707(b) WIC offense, such as:

- Murder
- Robbery
- Carjacking
- Sexual Offenses
- Kidnapping
- Rape
- Assault with a Deadly Weapon
- And they must be committed to the program by the Court.

Additionally, this population may also include females, youth who have committed sexual offenses, and other high-risk behaviors. While these youth represent a small fraction of the juvenile in-custody population, they often have the most severe treatment needs and have suffered extensive trauma prior to coming to the attention of the Court.

Length of Program

Youth are committed to the program by the Court to serve their base term. During treatment team meetings, the team reviews the youth's progress, and they are evaluated for their suitability to enter a less secure environment. For example, if a youth is meeting their treatment plan milestones they may be considered for a stepdown option. In addition, for youth over the age of 18, grant monies will be applied to secure transitional housing at an alternative location where the youth could possibly complete their commitment if approved by the Court. Youth are encouraged to address all treatment areas that will align them for a successful trajectory in their future. This includes completing all risk and needs assessments, court-ordered programming, individual and group counseling, and educational services.

Housing

Youth who are 14 to 25 years old will be eligible for the *Pathways to Success* program. RCP will have a dedicated unit for this population at the Youth Education and Treatment Center. Based on youth's age upon being admitted to the program along with gender, special needs and other relevant characteristics, alternative housing arrangements will be considered such as a secure unit at Indio Juvenile Hall or a dorm transitional unit for those older youth approaching release.

The *Pathways to Success* program adopted a phase level system. Youth are celebrated upon completing milestones, in alignment with their individual rehabilitation plan. These accomplishments will allow them to advance to the next tier within the program. Upon arrival into the program, each youth is assigned to a caseworker, as well as a behavioral health therapist, who work closely alongside the youth to develop treatment goals based on assessments, behavioral history, career assessment and future goals. Probation staff will administer the Ohio Youth Assessment System (OYAS), Adverse Childhood Experiences (ACEs) and the Prison Rape Elimination Act (PREA) assessments. Following these initial assessments, behavioral health personnel will then complete a clinical assessment. With this information, an individualized rehabilitation plan is designed to honor the youth's humanity, see their potential, and focus on their healing while addressing their specific treatment needs. Once the comprehensive screenings and assessments are completed, the results are reviewed by the treatment team. The treatment team is a multi-disciplinary team which is currently made up of Probation staff, educational personnel, behavioral health staff, and an institutional nurse. At a future date, it is envisioned that an approved community partner will be added to the team. The treatment team meets weekly to discuss the progress of each youth is making in achieving their goals as well as discussing the youth's potential promotion to the next tier in the program.

All youth attend school daily. The educational program is fully accredited through the Riverside County Office of Education. Youth are evaluated utilizing the Renaissance Learning Star Assessment to determine reading and math achievement levels to place them in the appropriate grade. Ensuring youth obtain a quality education is a vital component of the program. Those who have graduated high school or completed a high school equivalent exam can enroll in a higher education program and attend virtually.

As part of their treatment plan, youth will participate in and complete various treatment programs that will match their identified treatment needs. These may include: Moral Reconciliation Therapy (MRT), Aggression Replacement Training (ART), Skill of the Week, The Change Model, Substance Use: New Direction/Living in Balance, Seeking Safety, Coping with Stress: A Cognitive Behavior Therapy for Teens with Trauma, and Trauma Focused Cognitive Behavioral Therapy. Youth will also have access to job skills training and career guidance. During the program, youth will obtain their birth certificate, California identification card, food handler card, high school transcripts and social security card.

Inclusivity

LGBTQIA+ Non-heterosexual youth are particularly vulnerable in the juvenile justice system. Given the unique needs of this population, it has been recommended that gender-responsive programming include queer responsive programming. Family and peer trauma, violence and harassment are common when a youth “comes out.” In working toward successful outcomes, it is important that staff receive training to understand, treat, and provide community connections for these youth. Creating a healing and non-judgmental space will be equally important for both youth and staff, particularly those who might identify as LGBTQIA +. Recent California legislation requires training for all law enforcement officers and specifically mandates the following:

- The difference between sexual orientation and gender identity and how these two aspects of identity relate to each other and to race, culture, and religion.
- The terminology used to identify and describe sexual orientation and gender identity.
- How to create an inclusive workplace within law enforcement for sexual orientation and gender identity minorities.
- Important moments in history related to sexual orientation and gender identity minorities and law enforcement.
- How law enforcement can respond effectively to domestic violence and hate crimes involving sexual orientation and gender identity minorities. (13519.41 Penal Code)

Policies and protocols will reflect these requirements. Personnel will abide by these policies and protocols and support staff and youth in a healing and non-judgmental environment.

All agencies and Community Based-Organizations (CBOs) who are connected to the Pathways to Success program will receive ongoing training and will be monitored to ensure that training modalities are put into practice. Additionally, secondary trauma and staff burnout are common when working with youth. As a result, it will be important for all personnel to receive appropriate training to bolster their understanding and value of trauma-informed care.

BUDGET

Commencing FY 21/22, and annually thereafter, there shall be an allocation to the County to provide appropriate rehabilitative housing and supervision services for the realigned population as specified in subdivision (b) of Section 1990 WIC. In making allocations, the Board of Supervisors shall consider the plan as required in Section 1995 WIC.

Funding Allocation for Riverside County

Based on the allocation formula in SB 823, over the course of the next three years, Riverside County will receive as follows: FY 21/22 - \$2.3 million; FY 22/23 - \$6.9 million; and FY 23/24 - \$11 million respectively to be utilized toward the development of a robust and comprehensive menu of services for this specialized population.

Proposed Budget Fiscal Year 21/22

Category	Services	Budget
Staffing (@50%)	Trauma informed care services, supervision, case management, programming	\$1,422,000
Indirect Costs		\$142,200
Supply Services	Incentives, Food, clothing	\$240,000
Mental Health Services (@ 50%)	Counseling, sex offender treatment	292,178
Trauma Services	Programming	\$150,000
Family Engagement	Bus passes, parent partner	\$20,000
Healthy Adolescent Development	Education (@50%), Gender Responsive, cooking program, animal program	\$ 314,822
Re-Entry	Vocational	\$17,000
Total SB 823 allocation: 2,257,262	JRE Fund Off set 340,938	Total Budget: 2,598,200

PROGRAM DESCRIPTION

The following section provides a description of the program components. All youth will receive evidence-based screenings and assessments to determine a youth's strengths, their risks, and needs. Actual programs and services received are dependent on the youth's individual rehabilitation plan.

Admission

Upon arrival to the program, the youth is greeted with a holistic, trauma-informed approach and a supportive team who familiarizes them with the facility as they embark on their individualized pathway to success. During this process, the youth is empowered to take an active role in their

rehabilitation. The youth will be introduced to their treatment team, who will partner with them to restore connections, safety, and trust.

Once assigned to their living unit, the youth will review the program guidelines and demonstrate a clear understanding of what is expected of them to be successful within the program. The goal is to provide coaching for healthy adolescent growth and development by giving the youth the opportunity to create a unique space to express their individuality, while maintaining a clean and safe environment. An array of incentives is utilized to encourage youth to display desired behaviors. Further, these incentives will assist the youth in learning independent living skills, including but not limited to conflict resolution, managing a budget, and evaluating benefits and consequences when making decisions.

Re-entry and Release

The purpose of the re-entry component is to ensure, from the moment the youth enrolled into the program, a collaborative youth-centered plan is developed to assist them in pursuing positive life goals and becoming an independent and resilient individual who is supported by their community as they return home. A goal of the program is to begin building relationships with community resources and mentors while in the secured treatment program which will allow for a seamless transition into the community. The Re-Entry component's primary objectives are to engage youth and their families in meaningful re-entry activities prior to release. Through the State allocation, RCP will provide transportation assistance (i.e.: bus passes) allowing families to attend events on campus. Family members will have an opportunity to play an active role in preparing for the youth's return to the community.

Beyond providing restoration for the youth, Riverside County's secure treatment program also engages the family every step of the way while the youth is in treatment to create a supportive milieu upon their return. Families or supportive adults are connected and matched with community-based organizations that promote successful re-entry. With available grant funds, Riverside University Health System Behavioral Health plans to add parent partners who can walk alongside the family during the new experience. Re-entry services will be built around each youth with a focus on housing, continued education, employment, behavioral health, and substance abuse.

In recognizing the importance of continuous improvements as the program grows, RCP would like to utilize allocated funds to invest in community-based services that would link youth and families during the transition component. The vision is to provide supportive transitional housing for the youth as a soft landing during this critical period. It will be in this setting that they can demonstrate the skills they have acquired during their time in the secured portion of the program while also receiving continued support from a dedicated mentor. Community support will guide the youth during this time.

Staff Training

To better understand the youth and how their life experiences impact behavior, Probation staff assigned to work the *Pathways to Success* unit will complete a suite of training specifically aimed to bolster their understanding of trauma informed care. Some of the training classes include:

- **Trauma Informed Care:** The student will learn approaches and techniques to reduce the stress faced while interacting with traumatized youth in the juvenile justice system. By understanding trauma, the student can become more effective and find greater reward and success working with the youth in their care.
- **Conscious/Dynamic Communication:** After completing an assessment, trainees will create a blueprint about their communication and behavioral style and the motivational factors that move them to action. This highly interactive course walks employees through a process that can lead them to gain a better understanding of self and others, as well as the value and unique blend of strengths they bring to the team.
- **Trauma and Resiliency:** Identify and explain the Adverse Childhood experiences (ACEs) study and the outcomes found during a study of Probation staff and the children housed in juvenile halls and camps in CA.
- **Motivational Interviewing:** Probation staff learn how to successfully motivate and actively participate in each youth's rehabilitation. This course not only teaches staff how to optimize rehabilitative outcomes, but also how to implement evidence-based practices to overcome the ambivalence youth may feel when tasked by the Court to change their lives.

Screenings and Assessments



The screening and assessment of the youth is a complex task that progresses from admission to the facility until release from the secured treatment program. Upon entry into the *Pathways to Success* program, all youth receive initial medical and behavioral health screenings by facility medical and behavioral health staff respectively.



Once the youth is committed to the *Pathways to Success* program by the Court, a licensed psychologist will conduct an evaluation on the youth with an emphasis on past trauma. The results of the assessment are used to develop the individual rehabilitation plan. A behavioral health therapist completes a full behavioral health assessment and client care plan, which is a detailed treatment plan with defined goals. Through the Block Grant allocation, the *Pathways to Success* program will expand trauma informed approaches by initiating the Adverse Childhood Experiences (ACEs) assessment. The results of the assessment aid staff in understanding and recognizing how trauma has affected a youth's health and behaviors. This integrated knowledge

about trauma will then allow the treatment team to approach youth with support as well as establish safety and trust with the youth. The ultimate goal is to promote youth-centered, evidence-based care to anticipate the youth's emotional responses and avoid re-traumatization. The youth will be empowered through education, teaching them skills they can utilize to recognize stress, provide strategies to regulate it, and buffer its negative impacts. This will ensure the youth and treatment team's collaboration to process and discuss the goals within their individual rehabilitation plan.

Assessment with Clinical Therapist

All youth complete the Prison Rape Elimination Act (PREA) assessment during the admission process and every 90 days thereafter unless an incident or information warrants a re-screening sooner. Juveniles are identified as Vulnerable to Victimization (VV), Sexually Aggressive Behavior (SAB) or Violent Aggressive Behavior (VAB). This information is used as part of the classification process to determine appropriate housing. Probation staff complete the Ohio Youth Assessment System (OYAS) for each youth within five (5) days of their admission to the program. The OYAS measures risk using five assessment tools: Diversion, Detention, Disposition, Residential, and Reentry, of which the last two are utilized for the program. This evidence-based assessment tool considers a youth's history with the juvenile justice system, family and living arrangements, peer and social support network, education/employment, pro-social skills, and substance abuse/behavioral health needs. The assessment is repeated every six months to detect changes over time. The OYAS assessment is comprehensive and utilizes several methods and sources to measure risk.



Once youth complete the assessment, staff score the responses and place the youth into low, moderate, and high-risk levels for recidivism based on specific domains. This risk and needs assessment aids staff in creating an individual rehabilitation plan containing targeted programs and services. The plan is then regularly reviewed by treatment team members. Commendations for additional programs and services are made as needed. The treatment plan specifically addresses how each risk

area is managed through evidence-based targeted programs.

Individual Rehabilitation Plans

The first step in creating a meaningful Individual Rehabilitation Plan is understanding the youth's story as well as identifying their strengths and available support systems. The caseworker reviews all pertinent information that will guide the rehabilitation plan to include the psychological evaluation and past Court reports. A Child Family Team (CFT) meeting is facilitated with the youth and their attorney, family, district attorney, Correctional Health Services, education, behavioral health, and a supportive person to elicit recommendations for the rehabilitation plan. The caseworker and clinical therapist collaborate to create a comprehensive Individual Rehabilitation Plan focused on evidence-based programs and trauma informed approaches.

Through a youth-centered approach and the detailed individual rehabilitation plan, the goal is to unlock the youth's potential. The youth will use the rehabilitation plan as an active roadmap with action items and achievable milestones while in the *Pathways to Success* program.

Treatment Team



Communication among collaborative partners is a key component in keeping the youth's needs at the forefront of all decisions. Weekly treatment team meetings are essential to the youth's success. During these meetings the youth can share successes. This is an opportunity to further develop healthy adolescent behaviors. The youth will learn public speaking skills that will assist them with future employment. In addition, the youth will always have a clear understanding of their progress in the program as well as the opportunity to advocate for her or himself which will be an important skill to become self-reliant upon their release. Collectively, the team and the youth can evaluate the youth's progress in the program. Together, achievements will be celebrated and supports established in areas where milestone targets were met. These meetings allow for information to be disseminated in a consistent manner so everyone can rally around the youth and support them in their journey.

The treatment team consists of the following:

- Probation staff including a facility manager, supervisor, caseworker, and senior probation officer
- Medical staff including a registered nurse
- Behavioral Health staff including a clinical therapist
- RCOE staff including an educational liaison
- Community partner

Incentives and Sanctions Matrix



The *Pathways to Success* program is implementing a matrix to consistently recognize and reward pro-social behaviors that are desired, while employing the same matrix to impose sanctions to shape misbehavior in a positive direction. The outcome for both positive and negative behavior are immediate and commensurate with the type of behavior exhibited. Incentives are used with the intention of positively reinforcing appropriate and proper behaviors. Meanwhile, sanctions are used to shape undesired behavior in an educational and supportive manner. Incentives and sanctions are reviewed frequently

with all youth and are utilized consistently by staff. Incentives strive to achieve positive and long-term behavior change.

Pathways to Success uses a token economy, which is designed to encourage and reward pro-social behavior. Based on positive behavior, youth earn Pathway Incentive Dollars (PID's). These dollars are then used to purchase incentives. A youth council will be used to determine incentives of value. In addition, youth will learn the concept of earning money for positive behavior as well as delayed gratification, and what it means to save money. Youth are eligible to participate in a weekly honor incentive reward night in which planned meals, including appetizers and dessert, and fun activities are provided. During certain holidays, this includes a themed evening.



Using their earned weekly PID's, youth can also purchase canteen items that include both food and non-food items. Some of the non-food items include arts and craft supplies, alternative hygiene products and upgraded stationary supplies.

Youth are also provided a guidebook that contains important rules for a youth's daily behavior while in the program. Staff cover these items with youth and provide redirection as needed.

Family and or positive supportive individuals in the youth's life will be highly involved in the youth's program and will have the opportunity to attend various events at the facility.

Program Graduation



Upon successful completion of the program, a graduation ceremony is provided and an invitation to attend is extended to the youth's family. The facility administrators as well as the youth's probation officer will speak about the youth's progress through the program. Participants are

provided refreshments and the youth will have an opportunity for photos with their families. The youth may also speak about the program, describing what was learned and how it will benefit them in the future. After the ceremony, the youth is released, and they receive the support of a community supervision officer as they embark on the next phase of their journey.

Transitional Housing and Services

Drawing upon the experience of youth recently released from DJJ, it is essential to collaborate with CBOs upon entrance to the program so that re-entry planning may commence at the earliest point in the program. Re-entry is a cornerstone of the program; therefore, stable housing arrangements are made before the youth's release. If a youth cannot return home, transitional housing provides temporary, short-term housing and support services to prevent homelessness. Transitional housing services prepare youth to live independently.

RCP will partner with local non-profit organizations to provide transitional housing for youth through the State allocation. Partnerships with CBOs that rely on credible messengers can provide case management in various areas of youth treatment, such as career readiness, transportation, counseling, mentorship, and more. Furthermore, collaboration with CBOs will be in three distinct geographic locations in Riverside County including the East, West, and Southwest portions of the county. Riverside County transitional housing programs will prioritize prior efforts to develop more holistic and effective programming for justice system-involved youth through a youth development approach

Youth Clothing

A youth council will be selected to assist in determining clothing options. Clothing options will reinforce independence, individuality, and preparation for adulthood. For recreation, youth will wear clothing appropriate for exercises and participation in sports.

Mental Health Services and Programming

Youth who are committed to the *Pathways to Success* program will receive treatment services through Behavioral Health and Probation staff. All treatment interventions were carefully selected to help youth address their core problems, while identifying and utilizing their talents, strengths, and healthy interests. The treatment interventions were also selected to increase the likelihood that youth will successfully reintegrate into the community. Most of the treatment interventions are evidence-based. Evidence-Based Practices are therapy approaches that have strong research supporting their effectiveness with similar populations.

Psychiatric Services

In addition to counseling services, medication may be helpful for a youth to address depression, anxiety, mood and emotional instability, and other difficult symptoms. When therapists suspect a youth may benefit from medication/psychiatric services, they will refer the youth to a psychiatrist. Some youths are unable to maintain healthy/stable thoughts, emotions, and behaviors without taking medications consistently. Prescribed medication, taken consistently, will help them reach their goals and to stay on track. Youth may also refer themselves to meet with the psychiatrist by submitting a self-referral form.

Counseling Services

Behavioral Health Services provide an evidenced-based continuum of care based on the principles of effective interventions. The curriculum will provide youth with education, interventions, and exercises to assist them in stabilizing their behavioral health symptoms, increasing pro-social decision-making skills and reducing risk factors. Behavioral Health services use interdisciplinary and collaborative treatment approaches to target dynamic risk factors that contribute to re-offending.

Substance Use Counseling

A New Direction is an evidence-based program that was created by the Hazelden Foundation in collaboration with the Minnesota Department of Corrections. It targets youth and adults with a history of substance use and crime. It is a cognitive-behavioral therapy approach that is designed to help participants to find hope, avert unhealthy thought patterns, maintain long-term success, and ultimately reduce their risk of recidivism and substance use relapse. The curriculum includes the following seven modules: Intake and Orientation, Criminal and Addictive Thinking, Alcohol and Other Drug Education, Socialization, Co-occurring Disorders, Relapse Prevention, Preparing for Release. Participants progress through each module through workbooks with corresponding videos while



substance use counselors help them to recognize and overcome criminal and addictive thinking patterns and to see how their attitudes and assumptions fuel destructive behaviors. The curriculum is designed to meet participants where they are and includes real people in the same situation telling their own story. This program will be provided in an open group format.

Several studies have been conducted by multiple departments of correction in states throughout the country to measure the effects that A New Direction has on clients. Results showed that justice-involved clients who participated in A New Direction, or a similar treatment program, demonstrated greater recovery meeting attendance, healthier thought patterns, reduced relapse rates, and reduced recidivism rates when compared to their untreated offender counterparts.

Youth will receive an assessment to determine if they have a mild, moderate, or severe substance use diagnosis. Youth who are assessed to be mild will participate in a mandatory psychoeducation group called the Forward-Thinking Model, facilitated by Probation staff. Youth assessed to be moderate or severe participate in A New Direction program, which may be provided through individual and/or group therapy, and this is facilitated by a Behavioral Health substance use counselor or clinician.

Aggression Replacement Training (ART)

ART is an evidence-based practice that is designed to alter the behavior of chronically aggressive youth. ART has three distinct components: Skillstreaming, Anger Control Training and Moral Reasoning. Skillstreaming is designed to enhance pro-social skills. Anger control teaches what to do instead of aggression. Moral reasoning exposes youth to a series of moral dilemmas in a group setting to help foster more pro-social behavior.

Many years of research suggest that youth who complete ART use pro-social skills at higher rates, manage their aggressive tendencies better, and employ more mature and constructive thought processes.

Moral Recognition Therapy (MRT)

MRT is a form of cognitive-behavioral treatment that is designed specifically for youth and adults who are in the legal system. Research strongly supports that this intervention leads to enhanced moral reasoning, better decision making, and more appropriate behavior. The goal of MRT is to help youth to develop rational thinking that will enable them to stay away from illegal activities in the future by redirecting their lives through a series of steps. Youth in MRT will participate in weekly groups, and between sessions work in their “How to Escape Your Prison (i.e., the prison within yourself)” workbook. They present much of their work in group and receive peer and facilitator feedback and review. They progress through twelve steps that focus on taking responsibility for their thoughts, actions, and choices, rethinking the choices they made that led to adjudication, developing a vision of what they want for their future, learning to live happily while staying out of jail/prison, repairing relationships, and setting personal goals and objectives to fulfill their vision of their future.

Seeking Safety

Seeking Safety is an evidence-based, present-focused practice for the integrated treatment of trauma and substance use. Treatment is comprised of four content areas: Cognitive, Behavioral, Interpersonal and Case Management. The goals of treatment are to (1) eliminate substance use; (2) reduce post-traumatic stress symptoms; and (3) establish safety by discontinuing substance use, reducing suicidal thoughts and behaviors, letting go of dangerous relationships (such as domestic violence and drug using friends), and eliminating self-destructive behaviors. This treatment can be provided to youth in a group or individual therapy format. Seeking Safety has been successfully implemented for many years across vulnerable populations including youth and adults who have experienced homelessness, criminal behavior, domestic violence, severe mental illness, trauma in the military, and more. It offers 25 topics that can be conducted in any order, and in as few or as many sessions as time allows.

Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)

Trauma-Focused Cognitive Behavioral Therapy is an evidence-based practice that treats youth who have experienced significant trauma, in a manner that is responsive to their needs and is individualized for their specific experience. It involves individual therapy, and when possible, family therapy (otherwise the youth selects another supportive adult to participate in some of the sessions). The youth and parent/supportive adult work through eight components to (1) process trauma-related thoughts and feelings, (2) manage and resolve distressing thoughts, feelings, and behaviors about trauma, and (3) enhance safety and social skills. Before youth go into detail about their trauma, they learn about the effects of trauma on a person, coping skills, healthy and unhealthy thought patterns, and expression of emotions. This prepares them to address the trauma while being able to cope with intense thoughts and emotions. To address the trauma, youth share their trauma in the form of a story, PowerPoint, drawing, poem, song, etc. Over the course of several sessions, the youth is encouraged to describe more and more details of what happened before, during, and after the trauma, as well as their thoughts and feelings during these times. The therapist shares the narrative with the parent/supportive adult to help them process the youth’s trauma and provide personal support to the youth. As the youth is exposed to their trauma and fearful events in counseling repeatedly, with support and the coping tools they need,

they learn to face their fears. They then develop a plan with their parent/supportive adult to prevent potentially traumatic events in the future, giving them increased confidence to face life challenges without the fear of future traumatic events.

Dialectical Behavioral Therapy (DBT)

Dialectical Behavioral Therapy is provided in a group format on a weekly basis or can be provided individually for a youth as needed. The focus of DBT is to help youth reduce problem behaviors and increase skillful behaviors, learn distress tolerance, regulate their emotions and behaviors, experience a full range of emotions without necessarily acting on those emotions, and develop interpersonal effectiveness with family, peers, authority figures, and others. Overall, the goal of the group is to help youth create a life that they feel is worth living. Youth are encouraged to take ownership of the group by addressing the above topics and skills in a way that will be most meaningful to them. They are encouraged to actively practice the skills they learn and support each other between group times. DBT redirects youth to be more mindful and skillful in the present moment; in relationships, in difficult situations, and in conditions that have the potential to be meaningful and joyful.

Change Model

CHANGE Model Program. CHANGE stands for Collaboratively Helping Adolescents/Young Adults Achieve Greater Empathy. In this program youth will work through a series of eight stages that help them to build pro-social attitudes and behaviors and prepare for successful community re-entry, this program is specifically designed for those who commits acts of violence against others. As part of the stage work the youth address the following topics: healthy living; personal history; responsibility and accountability; attachment, loss, and early connections; behavior patterns and restorative justice; effective decision making; successful community re-entry; and creating a new beginning. In group settings youth will share and process their stage work assignments and address any challenges and successes they are having in each stage. Specific elements of the stage work curriculum are highlighted through experiential exercises. In addition to the stage work, youth will participate in resource groups, individual and (as appropriate) family therapy, bibliotherapy, a video rap series, plant/pet care, interactive journaling, and re-entry planning. The program will be individualized for each youth according to their individual and family needs.

Healthy Living

Healthy Living is a psychoeducational group that addresses a variety of health topics that prepare youth for other Behavioral Health and Probation treatment interventions. Topics in this group include physiological development and trauma, psychosocial development, healthy communications, healthy sexuality, and healthy non-sexual relationships. Youth will be encouraged to ask questions and engage in discussion on these topics in a way that increases self-awareness and a desire to make healthy choices in their lives.

Restorative Justice

This group focuses on assisting the youth in acknowledging the impact of their destructive actions on their relationships and the community, as well as restoring balance in these areas of their lives.

The group explores the inter-related concepts of forgiveness, non-violence, citizenship, peace-making, and restoring justice through film, literature, journaling, and group discussion. Youth are tasked with holding themselves and each other accountable for their choices during and between group sessions.

Moods and Expressions

The Moods and Expression Group encourages youth to understand how thoughts, feelings, and behaviors interact with each other. The group promotes self-empowerment through increased awareness, knowledge, and skills. In addition, youth are taught not only how to recognize their own moods but also to recognize moods and emotions in others. Furthermore, youth are instructed to be creative and to express themselves in ways that are meaningful to them when completing individual exercises and group presentations. To achieve this, youth are exposed to diverse forms of expression, including paint, drawing, music, writing, collage-making, and more.

Sex Offender Treatment Program

Youth committed to the program who have committed a sexual offense will be enrolled in a comprehensive Sex Offender Program facilitated through Riverside University Health System – Behavioral Health.

CHANGE Stage Group For Those Who Have Committed Sexual Offenses

Riverside County collaborated with and received training from DJJ to develop a modified version of their Sexual Behavior Treatment Program. Youth who participate in the CHANGE Model will progress through seven stages that help them in all aspects of their life to become a person who demonstrates integrity, accepts personal responsibility, has learned from their mistakes, exercises empathy with others, and has recalibrated their thinking to be in line society's view of appropriate sexuality. Therapeutic interventions include stage work, resource groups, individual and family therapy, bibliotherapy, video rap series, plant/pet care, interactive journaling, and re-entry planning. The stages include:

Stage 0 – Comprehensive assessment and evaluation; case planning and orientation

Stage 1 – Initial exploration of the past and the relationship between decision-making and behaviors so that youth can begin to plan a successful move forward.

Stage 2 – Exploration of past with focus on future; accountability and responsibility and the role of each in long-term success.

Stage 3 – Exploration of the relationship trauma, victimization and thoughts, feelings, and behaviors; foster the healing process and help youth develop new healthy ways to manage thoughts, feelings, and behaviors.

Stage 4 – Promote continued learning about the effects of behaviors on self and others with an emphasis on demonstrated progress in making positive behavioral changes.

Stage 5 – Facilitate continued learning about the relationship between thinking and decision-making. Assess youth's readiness to promote out of the institution. Finalize plans for Re-Entry. Youth also has a chance for Promotion out of Institution at the end of this

stage – to be determined by Probation Unit Supervisor and based on youth behavior throughout the program.

Stage 6 – Provide guidance as youth is allowed the opportunity to demonstrate achievements in Re-Entry and Good Life goals, as well as the ability to be a good citizen, and learn new skills for a successful transition.

Stage 7 – Reinforce continued demonstration of positive changes, firm preparations for future, and closure.

PROGRAMMING

Treatment Programs



The use of evidence-based programs has become the mainstay of juvenile treatment that emphasizes outcomes which are proven to reduce recidivism. *Pathways to Success* utilizes various programs which address youth risk and needs.

Treatment programs are evaluated utilizing the eight evidence-based principles for effective interventions depicted below. Once established that a treatment program is evidence-based, it is evaluated, and the program is made available to the youth. Probation is responsible for completing a rehabilitation plan that outlines all treatment programs a youth is interested in completing prior to graduation.



Youth committed to the *Pathways to Success* Program have the following evidence-based programs made available to them:

Forward Thinking: Cognitive behavioral journaling program to assist youth in making positive changes to their thoughts, feelings and behaviors facilitated by Probation Enhanced Aftercare Parenting: Just Beginning Program (facilitated by Probation).

- Thinking for a Change: Integrative cognitive change program facilitated by Probation
- Victim Awareness: *Listen and Learn* program facilitated by Probation

Social Awareness Programming

All youth admitted into RCP juvenile facilities are provided social awareness programming. These topics are facilitated by Probation staff and are mandated under Title 15 guidelines. Social awareness programs promote both personal growth and a sense of belonging to the community. Social awareness programs are designed to provide youth with positive information to help shape their thinking to understand the relationship between their actions and consequences.



Once a youth is committed to the *Pathways to Success* program, they will continue to participate in social awareness programs to augment what they have learned while in detention. Social Awareness Program topics include:

- Life skills
- Gang disassociation
- Victim's awareness
- Substance abuse
- Parenting
- Anger management
- Leadership

Gender and Culturally Responsive Programming

Gender responsive programming represents a focused effort to assist male and female youth in positive life skills development. It considers the developmental needs of boys and girls throughout their adolescent development, a critical stage for gender identity formation. This programming also nurtures the concepts of courage, confidence, honesty, and positive identity, which all present inherent strengths.



Gender responsive programming provides male and female youth with decision making and life skills that assists their development into adulthood. Given the importance youth place on relationships, gender responsive programming teaches positive relationship-building skills.

Empowerment courses teach girls to use their voice, to speak for themselves, and to recognize that they have choices. Some girls have been the victim of domestic violence, sexual abuse, and/or human trafficking, and have not always experienced appropriate role models.



The following gender responsive programming options are as follows:

- Planned Parenthood *Be Proud! Be Responsible*: Is a program providing youth with the knowledge, motivation, and skills necessary to change their behaviors in ways that reduces their risk of contracting HIV and other sexually transmitted infections as well as reduce their risk of unintended pregnancies. Consists of six 50-minute sessions.



- Sexual Health and Adolescent Risk Prevention (SHARP): Is a single-session (4 hours), group-based intervention program designed to reduce sexual risk behaviors among high-risk adolescents. The program is delivered in small groups of up to 10 youth and seeks to increase condom use and reduce alcohol-related sexual risk behavior.

Through State funding RCP plans to expand their cultural responsiveness by partnering with creditable messengers and community-based organizations to provide services around being a cultural negotiator and allowing our youth to understand their history.

Family Engagement

Research shows youth benefit more from treatment, and better sustain those benefits, when family is involved in the treatment process. The Family Planning Workgroup included a Community-Based Organization as well as parent advocates, and together a plan was developed to engage families in the youth's treatment process, from the time a youth is referred to Pathways to Success to the time they transition into the community. A flow chart was tailored to describe circumstances in which families can be involved throughout the treatment process. Engagement strategies were identified to increase family support of youth (e.g., participate in movie nights and

family dinners). Alternative visiting options for families were secured that worked around the families' schedule.

Community Based Organizations

RCP, along with CBO service providers, are committed to providing “collaborative reentry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community.” To achieve this aim, RCP will partner with CBOs for re-entry specific services to the diverse regions of Riverside County.

CBOs will work together with the youth and their family to develop and implement a collaborative and individualized approach to re-entry services. The re-entry services will be regionally specific and include but are not limited to substance abuse and behavioral health, job and housing placement, college and career planning, and systems navigation and mentoring.

The RCP re-entry strategy will allow for more targeted services, thereby being more intentional in meeting the service needs of our diverse client population. Our approach will also make it more probable that clients will have access to services and resources which align with their region while addressing their strengths and needs.

While youth are in the facility, community-based organizations will provide mentorship, victim awareness, anger management, and cultural diversity which will include classes regarding acceptance, tolerance, patience and understanding of different races, ethnicities, genders, sexual preferences, religious background/practices.

Community Based Organizations (CBOs). Individuals from these CBOs will complete a background process and once cleared, begin working with our youth in various capacities either on site or virtually.

Faith-Based Services

Pathways to Success youth are offered voluntary weekly faith-based services and bible study through various local faith-based organizations. Volunteers offer many different services including Catholic, Christian, Islamic and Non-Denominational. Youth may also request services not represented.

In addition to providing the above-mentioned services, faith-based volunteers also participate in competitive, yet friendly, sporting events during holiday weekends. They also participate in holiday events including Christmas caroling, gift wrapping and bringing in guest speakers.



EDUCATIONAL OPPORTUNITIES AND VOCATION TRAINING

Riverside County Office of Education (RCOE) Social Emotional Education

The Alternative Education Social-Emotional Learning (SEL) STARS (Strengths, Teamwork, Appreciate Diversity, Reflect, Set Goals) approach is integrated in on-campus and online instruction. STARS focus on five SEL competencies: Self Awareness, Self-Management, Social Awareness, Relationship Skills, and Responsible Decision Making. Within the approach, Digital Citizenship refers to the responsible use of technology by anyone who uses computers, the internet, and digital devices to engage with society on any level. STARS Digital Citizenship consists seven key competencies: Empathy, how the internet works, understanding user data, practicing digital literacy, acknowledging the digital divide, practicing digital wellness, and securing digital devices. The STARS flow chart provides accountability through restorative practices and PBIS, a wraparound process to addresses student accountability through consistent observations and documentation of problem behaviors in a school based comprehensive approach by both staff and site principal to ensure safety and appropriate interventions to better support students. STARS is an incentive-based program (Star Bucks) that promotes positive school culture. STARS incentives acknowledge the importance of school culture and climate with the expectation that all students, parents, and school staffs experience of school life and its associated norms, goals, values, interpersonal relationships, teaching and learning practices be supported through positive reinforcement.

Teachers enact the STARS approach in their daily on-campus lessons within the framework of Universal Design for Learning (UDL) SEL connections, such as the three SEL signature practices of the Collaborative for Academic, Social, and Emotional Learning (CASEL). CASEL's three signature practices include welcoming/inclusion activities; engaging strategies, brain breaks and transitions; and optimistic closures.

A multi-tiered system of support (MTSS) and approach to interventions provides mental health services in Alternative Education that focus on promoting positive mental health/social and emotional development; addressing mental health problems as they present barriers to learning; providing linkages to community agencies and resources; and mental health resources delivered within or linked to school settings. Parental/guardian supports are available to families at each site addressing broad mental health needs with opportunities for individual referral. Universal prevention and intervention strategies identify and intervene with children who manifest potential difficulties in their social, behavioral, and emotional development. Selective or targeted interventions are used with students who require more than universal strategies but less than intensive individualized interventions. Educational Related Mental Health Services (ERMHS) provide an opportunity for intensive treatment interventions for youth who have significant symptoms of a disorder. Alternative Education contracts with Riverside University Health System-Behavioral Health for services in the Court School. Alternative Education contracts with Care Solace to provide students, parents, and staff with an online system of mental health services.

Less Restrictive Alternatives and Incentives to Retain Youth in the Juvenile Justice System

A strategic objective of RCP is to determine the least restrictive option possible coupled with selecting a targeted response that will meet a youth's needs. Some of those options include:

- Diversion in the community
- Informal supervision
- Formal supervision
- Successful Short-Term Supervision (SSTS)
- Multi-dimensional Family Therapy (MDFT)
- Functional Family Therapy
- Resilient Brave Youth
- Wraparound
- Child and Family Team meetings
- Resource Family
- Short-Term Residential Therapeutic Program
- Youth Treatment and Education Center

The *Pathways to Success* Program is grounded in offering the most comprehensive programs and services. This will cast a wide net to address the maximum number of youths who penetrate the very end of the juvenile justice continuum in lieu of them being transferred to the adult criminal justice system.

College Opportunities

Pathways to Success is building a bridge between the youth and higher education. Through a partnership with the University of California Riverside Extension Program and both Riverside Community and City Colleges, youth are enrolling in online classes that move them closer to the vision they have identified for their future. In addition, the Prison Education Program (PEP) is working with the youth to develop a sustainable foundation for the college experience. PEP embraces a progressive and innovative approach to supplementing and expanding educational opportunities for detained youth. The program provides academic, life skills, and career development programming, PEP aims to educate, empower, and transform the lives of the youth in the program. The goal of PEP is to provide in-custody students with the cognitive tools necessary to function as productive citizens. The multi-layered approach of the PEP program enhances human development, reduces recidivism, saves resources, and allows participants to ultimately contribute to the economic and civic life of California. To assist the youth in understanding the various options about higher education the Pathways to Success program has access to a college guidance counselor as well as representatives from the underground scholar's program.

Vocational Opportunities

The Riverside County Office of Education has spearheaded a multitude of vocational services through the Innovative Creative Educational Videos (ICEV) program. All youth will be exposed to Workforce Readiness Skills Courses. Upon completion of the foundational classes, the youth will

have the opportunity to take a myriad of computer-based classes in family and consumer sciences, based on the courses taken the youth have an opportunity to earn certificates in culinary meat selection and cookery, food safety, and Southwest professional communication. Two other avenues youth can explore are architecture, construction, transportation, manufacturing, and a pathway in business, marketing, finance, IT and Media classes. The final piece are classes in career exploration. The pathways caseworkers will learn the classes that interest the youth, and we will begin to build community connections to create the linkage between learning the knowledge and how it translates into the workplace.

Moreover, the youth will experience an eighteen-week hands on multi-media class where the youth will learn video production procedures, practices, and production equipment. Students will learn the basic components, proper care and use of the video camera and editing equipment. To further expand access to long term vocation programs, SB 81 round two monies is providing an opportunity for two additional vocational classrooms to be built on the YTEC grounds.

PATHWAYS TO SUCCESS COMMUNITY SUPERVISION

To minimize trauma youth experience due to generational impacts from incarceration, and/or community violence, Probation will work towards decreasing the law enforcement footprint within the lives of these youth as community supports and involvement are established. To initiate this process community mentors will be made available to the youth while in the program and the goal is to continue these bonds over the entirety of their time in the program and reintegration into the community. The role of the mentor should be to provide emotional support for the youth as they reconnect themselves into the community. In addition, mentors will be available for the youth to address their needs and concerns promoting their success. Mentors will hold consistent one-on-one meetings with youth to mentor and support them during their transition back into the community. Probation will collaborate with the mentor to best support the youth and families involved.

PERFORMANCE MEASURES, OUTCOMES, AND STATISTICS

Performance metrics are essential when developing programs. These elements identify whether program objectives are being met. They are the quantifiable evidence-based measures that manage and track progress toward specific goals and standards. These performance metrics will be expanded beyond the Pathways to Success program and will serve as a model for the juvenile justice system in Riverside County.

RCP will be integrating a new case management system which will be instrumental in the collection of accurate data for reporting and analysis. Pathways to Success will measure the data required by the Office of Youth and Community Restoration as well as identifying Key Performance Indicators (KPIs) such as case plan goals completed, school credits earned, and programs completed. In addition, RCP will track undesirable behaviors such as fights or assaults This information will be represented on a visual dashboard allowing for data driven decisions in real-time. Moreover, the goal of the data will be to assess the youth's growth within the program, as

well as their successful reintegration into the community. These measurements will initially be tracked internally and used to inform the managers of the Pathways to Success program as well as the JJCC Subcommittee to direct resources and fill in potential service gaps. Additionally, the educational system, behavioral health, correctional health, and community-based organizations are collaborating to share data points that are critical in the youth's treatment and rehabilitation. One of the most exciting additions to performance measures is our work toward measuring the program's impact on empathy.

Currently, Probation has partnered with Chapman University to develop an empathy scale that will be delivered when a youth is enrolled in the program, throughout the program and again upon completion. When a youth exits the program and if their ability to think of others and how their actions may impact others coupled with effectively addressing their underlying behavioral health needs it is anticipated recidivism will decrease. In addition to performance, population data, educational data, and assessments on mental and emotional health will also be tracked. The Pathways to Success treatment team will manage the youth and family goals developed in the individual rehabilitation plan This is accomplished by the youth and their families completing a survey on their needs and strengths. With the results from the survey the Pathways to Success program can act accordingly and place the youth on the path best suited for them. Questions will range from topics such as gender identity, therapy evaluation, and reading comprehension.

Youth and family voice are pivotal in determining program success to include their opinions and feelings about the program. As such, the youth and their families will also complete a survey upon completion of the program. The survey will gauge where program improvements can be made

While Pathways to Success aims to individualize the program to each youth it will be vital to validate the effectiveness of all programs being offered to the youth and to ensure each day spent in the program is equipping them to successful as they reintegrate into the community.

UTILIZATION OF OUTCOME MEASURES

Outcome measures are necessary to guarantee the best service to the youth and for continuous improvement of the program. Performance measures will also help to determine whether the appropriate services are provided to the target population, as well as to determine what programs and services correlate to the youth's progress in the treatment program. RCP has already begun to implement a Daily Management System which is foundational to the long-term success of the organization and its alignment to the Department's mission. Daily Management allows the program to determine whether goals are being met and to take corrective action when necessary.

By obtaining daily key performance measures the facility manager will monitor the KPI's to recognize trends and pinpoint top contributors detouring programs and services from meeting goals. At the end of each month, the Executive Team and manager will meet to determine an area of improvement through completing an action plan. Throughout the month, the manager will meet with the supervisor of the unit to discuss top contributors and strategies to meet goals.

NEXT STEPS 2022/2023

In the next phase of the program, RCP will look to expand Background process

- Program validation
- Strength-based assessment tools
- Youth court
- Incentive matrix
- Additional assessments to evaluate effects of long-term commitment
- Restorative Practices
- Referral process to Pine Grove Fire Camp
- Staff trainings to expand cultural sensitivity, anti-racism, and emotional intelligence
- Workforce Development collaboration